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PSYCHOLOGICAL STRATEGY BOARD

27 August 1951

TERMS OF REFERENCE FOR AD HOC PANEL "B"

1. The objectives to be accomplished by the Panel are:
  - a. A general review of present plans for psychological operations.
  - b. An inventory of cold war weapons at the disposal of the United States; identification of department and agency responsibilities with respect to each.
  - c. Preparation of a preliminary survey report of the present status of U.S. psychological strategy and operations.
2. The uses to which the findings will be put are:
  - a. A report to NSB.
  - b. Briefing of Task Panels "C" and "D", which are visualized as having the following respective objectives.
    - (1) A statement of U.S. objectives in the cold war, in terms of specific psychological strategy.
    - (2) Development of the basic strategic plan and program for the conduct of psychological operations in the cold war.
3. These objectives are to be accomplished by two sub-panels. Panel "B-1" will concentrate upon the analysis of U.S. plans and means, Panel "B-2" upon the analysis of hostile operations, vulnerabilities and strategy.
4. Tasks for Panel B-1: (Under the supervision of the Office of Plans and Policy)
  - a. An analysis of NSC and other appropriate papers to identify present U.S. aims, purposes and approved programs.

The purposes of this analysis are:

    - (1) To codify policies as an aid to the formulation of psychological strategy plans.
    - (2) To discover gaps in basic policies, which may have resulted from inadequate attention to the psychological aspects thereof.

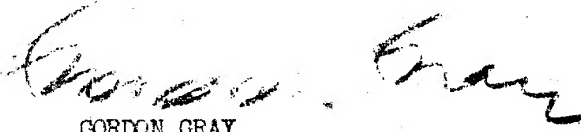
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- (3) To discover gaps in or conflicts between subsidiary policies or interpretations of basic policies.
  - b. A general review of present plans for psychological operations.  
These will include:
    - (1) Overt and covert propaganda plans.
    - (2) OPC Plans.
  - c. An inventory of cold war weapons at the disposal of the U.S.
    - (1) This is visualized as including a check list of all U.S. means -- political, economic, military and psychological; a summary of the means other than conventional by which they might be employed; and an indication of the relative importance of such means from the standpoint of their capabilities and the economy (feasibility) of so using them.
5. Tasks for Panel "B-2": (Under the supervision of the Office of Evaluation and Review)
- a. A study of hostile psychological operations employed by the USSR against the U.S.  
The purposes of this study are:
    - (1) To determine Soviet objectives and strategies.
    - (2) To aid in the tasks of Panel "B-1".
  - b. An assessment of the vulnerabilities of the USSR and its satellites to the application by the U.S. of its cold war weapons on the basis of existing studies.
6. Upon the completion of the separate work of the two panels, a small composite group will then be formed from the two panels for the preparation of a Preliminary Survey Report of the present status of U.S. psychological strategy and operations.
7. It is visualized that the panels will work in one or two-man teams on portions of the entire task, the whole to be coordinated by the panel

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under the supervision of the Office of Plans and Policy. As the work of Panel "B-2" is designed to support that of Panel "B-1", it is intended that individual members of both Panels maintain close contact with each other. It is also visualized that the members will informally tap the information and skills of their departments, while remaining personally responsible for the production of work allotted.

  
GORDON GRAY  
Director

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TR's Panel B

b. "An inventory of old war  
weapons at disposal of  
the United States --"